

CHAPTER 7
CAREER DEVELOPMENT PLAN FOR FACILITY MANAGEMENT
AND MAINTENANCE TEAM MEMBERS
WG/WS 02-12, GS 04-11

7-1. Career Development Plan for Facility Management and Maintenance Team Members. Within the Corps, civil works maintenance tasks such as plumbing, welding, and carpentry may be accomplished by distinctly different methods. A Corps maintenance staff member may perform the task or the job might be done by a person outside the Corps under a maintenance contract. Included in this chapter are discussions of the career paths for wage grade (WG) team members and supervisors, civil engineering technicians, and those team members in the facility management series. The grading of these positions is primarily based upon the type of position and the responsibilities involved. Wage grade positions are generally graded from WG 02 through WG 12 depending upon the position held. Wage grade supervisors are placed in the WS series. Both facility managers (GS-1640) and engineering technicians (GS-0802) are general schedule (GS) team members and are graded from GS 04 to GS 12. The actual grades for the above are a function of the scope of the job and whether or not supervisory responsibilities are included. Career paths (see Figure 7-1) and suggested training requirements are outlined for team members discussed in this section. This chapter also applies to those team members performing similar duties but who are classified in different job series such as construction representatives and contract inspectors.

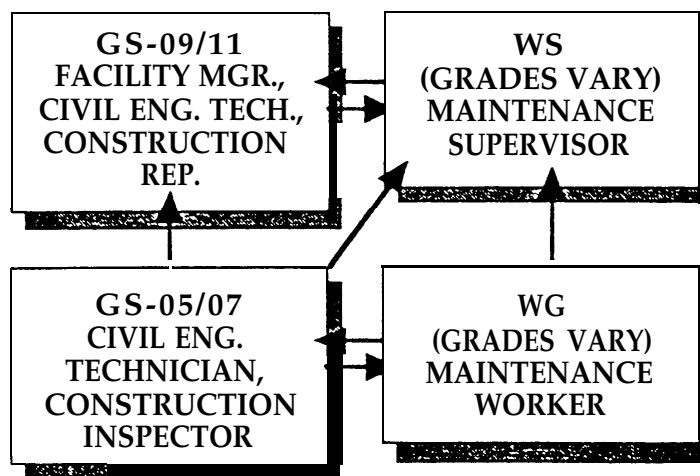


FIGURE 7-1 CAREER DEVELOPMENT PLAN FOR FACILITY MANAGEMENT AND MAINTENANCE TEAM MEMBERS

7-2. Description of Duties for Facility Managers and Civil Engineering Technicians - GS 04-11, Series GS-1640, GS-0802, and Others. Although these jobs are classified as general schedule, many of these team members work closely with maintenance and contract administration in the completion of work tasks. Responsibilities are varied but generally involve operation and maintenance of project facilities. Responsibilities could include dam instrumentation, contract administration, regulatory functions and support for park managers and resource management specialists. These individuals may obtain the skills that enable them to qualify for advancement or placement in either the WG or GS side of the organization. Individuals in this category may occupy supervisory positions in some locations.

7-3. Description of Duties for Maintenance Positions. The Maintenance series is one of the most diversified series within the Corps natural resource management staff. The individuals who comprise maintenance staffs are responsible for grounds and building maintenance, dam operation and repair, water and sewage plant operation and maintenance, equipment maintenance and repair, contract inspection and administration, safety, etc. Maintenance team members are generally skilled trades people with general or specific backgrounds of electricity, plumbing, carpentry, equipment operation and repair, water and sewage plant operation, as well as laborers. A Wage Grade Supervisor (WS) generally is in charge of the overall maintenance program, a segment of the program, or a specific project or group of projects. The supervisor generally takes an active role in project management. A listing of typical facility management and maintenance occupations is provided in Table 7-1.

7-4. Educational Requirements. The facility management and maintenance workplace is becoming increasingly more complex in areas such as environmental compliance, safety, medical surveillance, and computer usage. Contracting of services has proven to be a successful methodology to accomplish much Corps maintenance and operational work. Contracts have become more complicated and more flexible as the government turns to the private sector to accomplish an ever-increasing workload. Complexity is also entering what historically was considered common trade skills. Maintenance team members are generally employed based on previous experiences, trade school attendance, and/or on the basis of a known physical talent. Skills are often honed by local on-the-job training with trade groups, industry, or military service before being employed by the government. While no formal education is required for facility management team members, an increasing trend is to see individuals with some formal education beyond the high school level competing for these positions.

7-5. Formal Classroom Training. Formal classroom training for facility managers and/or engineering technicians is fairly diverse. Depending upon the field of emphasis, team members may concentrate on contract courses and technical courses through the Corps PROSPECT program. If the individual has supervisory responsibilities, several courses offered through either PROSPECT or Office of Personnel Management (OPM) deal with the supervisory aspects of the position.

Maintenance team members generally have specific skills that provide a base level of support for the job that they perform. There are few formal training opportunities available to these individuals through the Corps PROSPECT/exportable training system. Maintenance supervisors do, however, have a wide array of formal training in the area of human resources. Listings of formal courses and available training sources are presented in Table 7-2 for facility management and maintenance team members. Recommended grade levels are not included in this table because of the varying WS/WG/GS levels within the facility management and maintenance fields.

TABLE 7-1. WG & GS JOB SERIES FOR FACILITY MANAGEMENT AND MAINTENANCE OCCUPATIONS

JOB SERIES	MAINTENANCE OCCUPATION
WG	
2805	Electrician
3502	Laborer
3703	Welder
4102	Painter
4206	Plumber
4607	Carpenter
4737	General Equipment Mechanic
4749	Maintenance Mechanic
4749	Maintenance Mechanic Foreman
5408	Sewage Disposal Plant Operator
5409	Water Treatment Plant Operator
5703	Motor Vehicle Operator
5716	Engineering Equipment Operator
5725	Crane Operator
5786	Small Craft Operator
GS	
0809	Construction Representative
1640	Facility Manager
0802	Civil Engineering Technician

In some instances, there may be a further breakdown within any of these job series based on local needs and/or classification standards. For example, the Maintenance Mechanic, Series 4749, may be sub-divided into Maintenance Worker and Maintenance Worker Helper, with the helper being at a lower grade than the original trade designation.

Source - *Definition of Trades and Labor Job Families and Occupations*, Office of Personnel Management, TS 51, September, 1986.

7-6. Technical Courses (Classroom and Correspondence.) Most technical training is set up through various trade schools and technology centers and may consist of regularly scheduled classes or contract training. These courses (see Table 7-3) may apply to facility management and maintenance team members either on a refresher basis or as a way to learn new skills. The Department of Defense offers correspondence courses that meet a variety of needs. The human resources training officer can determine if a local course meets Corps requirements for approved training.

TABLE 7.2. FORMAL COURSES FOR FACILITY MANAGEMENT AND MAINTENANCE TEAM MEMBERS

(REQUIREMENT)	COURSE DESCRIPTION	SOURCE
(HR)	Supervisory Development Course	Varies
(M)	Introduction to Supervision	Varies
(M)	Supervision and Group Performance (1)	Varies
(M)	O&M Contracts (2)	Huntsville
(M)	O&M Contracts - Advanced (2)	Huntsville
(HR)	Computer Operation and Application	Varies
(HR)	Leadership Education and Development	CAL
(HR)	Park and Recreation Maintenance School	Varies
(R)	Time Management	Varies
(R)	Technical Writing	Varies
(R)	Environmental Compliance	Varies
(M)	Mandatory	
(HR)	Highly Recommended	
(R)	Recommended	
(1)	Only mandatory for supervisors	
(2)	When involved in the writing, administration, or inspection of O&M contracts.	
CAL - Center for Army Leadership, Training and Doctrine Command		
Huntsville - Huntsville Training Division, U.S. Army Corps of Engineers		
Varies - Offered by the Office of Personnel Management, Universities, local vendors, Corps District or Division sponsored, etc.		

TABLE 7-3. TECHNICAL COURSES FOR FACILITY MANAGEMENT AND MAINTENANCE TEAM MEMBERS*

COURSE DESCRIPTION	SOURCE
Time Keeping	Varies
Dam Safety (Flood control areas)	Huntsville
Boat Operator Course	Huntsville
Hazard Communication - Train-the-Trainer	Huntsville
Visitor Assistance (1)	Huntsville
Collateral Duty Safety - Dept. of Labor	OSHA
Budgets (Formulating maintenance budget requests)	
Cost Estimating (Requisition and job orders)	
Costing (Cost codes)	
Concrete and Pavement	
Electrical Safety Code	
General Construction	
Electrical, Electronics, Carpentry, Welding, Plumbing, Masonry	
Grounds Maintenance	
Auto Repair	
Small Gasoline/Diesel Engines	
Hydraulic System Maintenance	
Total Quality Management	

(1) Knowledge of Corps visitor assistance policies can be gained by maintenance team members participating in local (district/project) visitor assistance training.

* See Career Development Bulletin Board for more current listing

7-7. Developmental Assignments. Developmental assignments (see Table 74) for facility management and maintenance team members provide the individual, the project, and the district with a well-rounded, more flexible individual. While it may be beneficial to place team members on developmental assignments, generally this does not occur until individuals occupy positions that influence systematic procedures or policy at individual work sites. Developmental assignments may take place at another project, in another district or even division. Developmental opportunities may be present at a team member home project. For example, a dam operator may be cross-trained to operate a water or sewage treatment facility, or a maintenance worker can be cross-trained to operate the dam in periods of emergencies. Cross-training provides individuals with increased skills while providing the project with a greater degree of flexibility. All team members, especially those who aspire to supervisory/management positions, should consider permanent changes of duty station between projects, districts and/or divisions as varied experiences could enhance their competitive position.

TABLE 7-4. DEVELOPMENTAL ASSIGNMENTS FOR FACILITY MANAGEMENT AND MAINTENANCE TEAM MEMBERS

GRADE	LOCATION	TYPE AND DURATION OF ASSIGNMENT
WG 02-07	Project	Minimum of one-week cross-training assignment with facilities management or contract administration staff
GS 03-07	Project	Minimum one-week cross-training assignment with maintenance staff
WS/GS 07-12	Project	Minimum one-week cross-training assignment with the park management and administrative support staff
WS/GS 07-12	District	Minimum one-week rotational assignment in district operations and contracting offices

7-8. On-The-Job-Training Experience. On-the-job training consists of special tasks and assignments or temporary duty assignments in other positions that offer the individual the opportunity to learn job functions or skills. This ensures that lower grade maintenance team members have opportunities to work with and become familiar with the many different aspects of maintenance and contract work. These sessions are designed to enable individuals to increase the level of performance in their present position and to prepare for more advanced positions. While lower grade team members will not routinely be assigned to perform more difficult tasks, this phase of the job prepares the individual for potential future positions. Maintenance team members must also be cognizant of the various documents that present guidelines or control project functions in order to fully function as a member of the project team. These reference documents should be readily accessible. Readings such as: the project operational management plan, the project reservoir manual, O&M manuals, hazard analysis plan, and spill plans are suggested for facility management and maintenance team members.

7-9. Career Advancement Paths. The career paths of facility management and maintenance team members typically do not follow a linear systematic pattern (see Figure 7-1). Certain team members of both the wage schedule and general schedule groups may reach positions of responsibility based on technical expertise and work complexity. Team members occupying these positions work somewhat independently in work planning and may “lead” smaller crews for the duration of a specific work project. Supervisors are often selected from the ranks of these team members. Those who aspire to supervisory/management positions, should consider permanent changes of duty station between projects, districts, and/or

divisions. Varied experiences can increase technical expertise and enhance the team member's ability to compete for supervisory positions. While most park managers and staffers (district, divisions, and headquarters) are selected from the ranks of park rangers and specialists, some facility management and maintenance team members may be able to successfully compete for such positions. In order to effectively compete for those positions, team members must attain certain educational requirements and experience before the transfer can be made to the park ranger/specialist/park manager career path. In most cases, team members would be required to enter the park ranger/specialist series at a GS 05 grade level. The human resources office can answer questions concerning education and experience requirements, possibilities for salary level retention, and the entry level at which transfers must be made.

**TABLE 7-5. ON-THE-JOB TRAINING EXPERIENCE FOR FACILITY
MANAGEMENT AND MAINTENANCE TEAM MEMBERS**

Policies and Procedures

Review policies and procedures for the project
Review project master plan and operational management plan
Review project SOP to include recreation area operations, office security, as well as
administrative procedures
Review emergency notification procedures
Review project O&M manual
Review ERGO manual

Office Administration

Gain knowledge of authorized project purposes, shore line management, Department of the
Army Section 10 and 404 permits
Provide input to budget preparation
Gain knowledge of personnel procedures
Gain knowledge of, and participate in, purchasing activities
Communicate in writing
Prepare various reports such as those for fuel consumption, energy use, etc.
Complete worker's compensation forms and reports
Participate in the preparation of job hazard analysis plans

Visitor Assistance

Review Title 36 rules and regulations
Provide assistance to visitors
Communicate verbally in a clearly understandable manner
